



**CALL TO DUTY**  
**BOOTS ON THE GROUND**

# Army G-8



**FD PA&E QDR CAA**





**A**s the Army's lead for allocating resources and equipment, the Deputy Chief of Staff, G-8, is responsible for developing, independently assessing, integrating, and synchronizing the Army's programs and equipment. We accomplish this through programming resources, materiel integration, analytical and modeling capabilities; and managing Department of the Army studies and analyses. G-8's success is central to achieving the Army Vision of transforming into a strategically responsive and dominant force.

The G-8 team is comprised of three directorates: Force Development (FD), Program Analysis and Evaluation (PA&E), and the Army's Quadrennial Defense Review Office (QDR); and one Field Operating Agency, the Center for Army Analysis (CAA). G-8 also serves as proponent for the Army's force development and operations research Functional Area (FA) career fields.

G-8 takes tremendous pride in equipping and supporting the Army today while transforming to build tomorrow's needed capabilities. Together we share a sense of urgency and commitment to field the future force for the Army's ongoing operational requirements. Without question, directly supporting the "Boots on the Ground" Soldier and units will always be our top priority.

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***Through our hard work and commitment, we will make certain that  
The Army Vision becomes The Army Future.***





## FORCE DEVELOPMENT DIRECTORATE AND FA 50 PROPONENCY OFFICE

*“...creative managers of change”*



*FD subject-matter experts  
advise the Commander on all  
matters of Modularity, Force  
Modernization, and integration  
by translating requirements  
into capabilities.*

**Force Development  
Directorate and  
FA 50 Proponency Office**  
700 Army Pentagon  
Washington, DC 20310

**703-692-5695**

**[www.fd.army.mil](http://www.fd.army.mil)  
[www.fa50.army.mil](http://www.fa50.army.mil)**

FD translates requirements into programs to equip the Army as it transforms and fights.

The four FD directorates play a crucial role managing the life cycle of units and materiel. The Directorate of Resources develops the equipping portion of the Program Objective Memorandum (POM), determining costs for modularity and other equipping requirements. The Directorate of Joint & Futures performs FD's formal, integrating function across DoD. The Directorate of Materiel translates doctrinal, training, leader development, organizational, materiel, personnel, and facilitates requirements into programs and coordinates the necessary structure within allocated resources. The Directorate of Integration facilitates execution by integrating systems into the operational Army.

FD serves as executive agent of the FA 50 Force Development career field, whose officers are involved in the full spectrum of requirements definition and force structuring. Innovative and forward-thinking, the proponent has established unique training opportunities for its officers, such as partnering career force development officers with universities and fellowship programs.

FD's subject matter experts are known Army-wide for their professionalism, skill, and creativity. In 2006, the Secretary of the Army honored two FD members with the prestigious Pace Award for demonstrating outstanding technical expertise for the betterment of the entire force.

FD members are found wherever there are “Boots on the Ground,” sharing their unique perspective to ensure the Army is properly configured and equipped.

Center Bottom:  
Army Secretary  
Francis J. Harvey  
(center) presents  
2006 PACE Awards  
to FD members  
Robert Sipe and  
LTC Fred Gellert.



# FA 50







**PROGRAM ANALYSIS AND EVALUATION DIRECTORATE  
AND FA 49 PROPONENCY OFFICE**

*"...identifying the Army's essential needs to answer the question—how much does the Army cost?"*



*PA&E's innovative professionals ensure Army senior leadership has the best analytic support and information available to make critical decisions regarding future years planning and programming to meet the Army's strategic objectives.*

**Program Analysis and  
Evaluation Directorate and  
FA 49 Proponency Office**  
700 Army Pentagon  
Washington, DC 20310

**703-695-4697**

**<https://www.paed.army.mil>**  
**<https://www.paed.army.mil/fa49/>**

Army PA&E manages the resourcing of The Army Plan, leads Army participation in the DoD Planning, Programming, Budgeting and Execution process, manages the development of the Army's input to the POM, and provides a single authoritative source for resource information.

PA&E serves as the principal military advisor to the Assistant Secretary of the Army (Financial Management & Comptroller) for program development and justification, and conducts program analysis and evaluation for HQDA. PA&E also provides oversight of Army-sponsored analytic support for Army organizations and Combatant Commanders using in-house, contractor, and Federally Funded Research & Development Center resources.

PA&E seeks ways to prioritize limited resources, as well as ways to improve processes that reduce waste and streamline organizations. PA&E established a program management office to implement Lean Six Sigma for best practices, and incorporated information technology tools to ensure alignment with the Army's strategic objectives.

PA&E serves as executive agent for the Army's Operations Research/Systems Analysts (ORSA), FA 49. These highly skilled and operationally experienced professionals are integral to Army leadership's decision-making process to design the force, determine resource requirements, and manage operational requirements. This effort is founded in the experience of deployed ORSAs whose "Boots on the Ground" efforts continue to support theater commanders.





## ARMY QUADRENNIAL DEFENSE REVIEW OFFICE

*“...exploring tomorrow, winning today.”*



**The Army QDR Office develops guidance to carry out the National Defense and National Military strategies and shape the future force by assessing four focus areas:**

- Building partnerships to defeat extremism
- Defending the homeland in-depth
- Shaping the choices of countries at strategic crossroads
- Preventing the acquisition or use of weapons of mass destruction by hostile state or non-state actors

**Army Quadrennial  
Defense Review Office**  
700 Army Pentagon  
Washington, DC 20310

**703-614-5591**

At the direction of Congress, the Department of Defense has conducted a quadrennial defense review at the beginning of each Presidential administration since 1996 to express the defense strategy of the United States and establish a revised defense program. Such reviews are comprehensive examinations of the defense strategy, force structure, force modernization plans, infrastructure, and budget plans.

The Secretary of Defense submitted the most recent QDR report to Congress on 6 February 2006. The direction outlined in this third QDR report continues many of the initiatives identified in the 2001 QDR, builds on our increased understanding of the demands of the ongoing long war against global terrorism, and provides a better balance of capabilities across the Department to address traditional, irregular, disruptive, and catastrophic challenges.

The 2006 QDR report embraces the Army's modular transformation, enhancements to multipurpose forces to broaden their capabilities for irregular warfare, increased Army special operations forces, and spiral development of Future Combat Systems.

The Army QDR Office in G-8 leads Army efforts in support of the Secretary of Defense's QDR efforts and initiatives, as well as the development of implementation direction such as the Strategic Planning Guidance. The Army QDR Office also interfaces with the Government Accountability Office for selected audits and leads the Army's participation in the Operational Availability study series which explores opportunities to better align operational demands and joint capabilities.







## CENTER FOR ARMY ANALYSIS

*“...high-quality analysis to underpin Army decision-making.”*



### NATIONAL AWARDS RECOGNIZE IMPORTANCE AND QUALITY OF CAA ANALYSIS

- 2005 and 2006 Rist Prizes for the Single Best Analytical Study in DoD
- Secretary of the Army Awards for Excellence in Analysis (Special Payne Award) for BRAC Support
- 2005 Joint Analysis Team Outstanding Achievement Award from the Defense Modeling and Simulation Office

#### Center for Army Analysis

ATTN: CSCA-ZA  
6001 Goethals Road  
Fort Belvoir, VA 22060

**703-806-5510**

**[www.caa.army.mil](http://www.caa.army.mil)**

CAA is a Field Operating Agency of the G-8 that provides analytical studies focusing on theater-level operations and Army-wide processes of forces and systems in the joint and combined warfighting context. These studies help senior leadership, the Army Staff, and Combatant Commanders address transformation and operational issues.

To provide top quality support to deployed Commanders and ensure all analyses are current and relevant, CAA maintains full-time deployed analysts in both Iraq and Afghanistan. This “Boots on the Ground” approach to operational analysis is further supported with real-time reachback analysis by CAA from Payne Hall at Fort Belvoir, Virginia.

Closer to home, CAA has shaped modernization, reset, and transformation strategies, as well as base realignment and

stationing decisions, saving the taxpayer billions of dollars and enhancing efficiency within the force. CAA also is working to enhance the implementation of Army best practices through initiatives such as Lean Six Sigma.

CAA is staffed with military and civilian personnel who possess an extensive blend of skills and operational experiences. The CAA team has very strong traditional operations research skills, and has personnel experienced in strategic forecasting; political science; engineering; physics; intelligence; computer operations/programming and database design; economics; nuclear, chemical, and biological issues; and virtually all Army branch specialties.



# SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the  
United States and live the Army Values.

I will always place the mission first.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and  
proficient in my warrior tasks and drills. I always maintain my arms,  
my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the  
United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.



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